



City of Westminster

Westminster Health & Wellbeing Board



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

RBKC Health & Wellbeing Board

Date:	27 January 2022
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Title:	Health and Wellbeing Strategic Framework and Meeting Schedule
Report of:	
Policy Context:	Vibrant Communities (Westminster) Healthy, Clean and Safe (RBKC)
Wards Involved:	All
Report Author and Contact Details:	Rachel Soni – Director of Health Partnerships rsoni@westminster.gov.uk

1. Executive Summary

- 1.1. This report is to provide an update to the Health and Wellbeing board (HWB) on the approach to producing a single refreshed Bi-Borough Health and Wellbeing Strategy for Kensington and Chelsea and Westminster with a recommended annual schedule of meetings and themes to support the wider agenda planning for the HWB.
- 1.2. The report builds on the two development sessions facilitated by the Local Government Association (LGA), and continuous feedback from board members which agrees the need to undertake a refresh of the existing borough strategies, to consider the way the HWB meets and the role of the HWB in response to the structural and governance changes across health and care through the NWL Integrated Care System and local Place Based Partnership.

2. Key Matters for the Board

2.1. Following board members input and LGA facilitation and subsequent write up shared with HWB members in November (see appendix a), officers have begun scoping the development of a refreshed strategic plan, including in the context of living with Covid. It will be focused on real action for people of Kensington and Chelsea and Westminster and be supported with a local delivery plan/s focussing on delivery of outcomes from the strategy being reported annually to the HWB.

2.2 Why a refreshed strategy?

- A combined strategy for our joint Health and Wellbeing Board
- A focus on reducing inequalities
- Supporting Covid recovery and living with Covid-19
- Development of the Integrated Care System and our Place Based Partnership which ensures we are greater than the sum of our parts that delivers for our residents and workforce
- Addressing the wider determinants of health and supporting broader economic and social developments
- To move us to an even deeper action orientated way of working across and within the boroughs.

2.3 The Health and Wellbeing Board are invited to comment on the principles, statement and outcomes for a refreshed Health and Wellbeing Strategy (HWBS) and to consider the following in doing so:

- Are there additional / varied outcomes or principles in the development of the strategy to be considered?
- To consider the groups we are currently reaching and ensuring they are representative of the HWB themes.

2.4 The forward plan draft meeting schedule (appendix A) aims to bring residents with lived experiences into the thinking of HWB members and to ensure the HWB is linked in with other boards / forums across RBKC and Westminster. The board is therefore enabled to move into a more strategic role with a mandate to address inequalities and influence decisions and practice across organisations and leaders. Consideration of a seat of the council Directors of Communities on the board and ongoing representation from housing departments are examples.

3. HWB Strategy and Schedule

3.1. Through the Health and Social Care Act 2012, Health and Wellbeing Boards have a duty to produce Health and Wellbeing Strategies outlining the Board's priorities (as identified

through Joint Strategic Needs Assessments) and translating those findings into clear outcomes to inform local Health and Social Care services.

3.2. Westminster and RBKC currently have single borough HWB strategies expiring this summer. In 2021, it was agreed that these would be rolled forward and to undertake a refresh of the strategies, so they are aligned and informed by learning from Covid and the JSNA. Given the boroughs' shared HWB priorities, our partnership across the Place and the developing Integrated Care System (ICS) and Integrated Care Partnership (ICP), it is proposed that the boroughs develop a joint HWB strategy.

3.3. It is proposed the drafting of the refreshed HWB strategy is developed based on the following **principles:**

- The strategy statement/vision aims to cover a chosen 10 years as a reasonable length of time to effect change, with medium term organisational plans that will be refreshed providing the detail and the delivery focus
- Keeping residents at the heart of what we do
- Taking an evidence-based approach using robust local data sets
- Being accountable to residents with shared ownership of decisions in an open and transparent way through the HWB board
- Working across organisation boundaries in a collaborative way by focusing on residents and not the organisation
- To challenge inequalities by sharing, disseminating, and championing learning and evidence.

Expected Outcomes

3.4 As the HWB strategy is developed, a set of population and individual outcomes are recommended. Westminster and Kensington and Chelsea are great places to live, learn, work and play, however, that is not the experience for all our residents. A focus on outcomes can support us to reduce some of the gaps we have that have also been exacerbated by the pandemic. At its most extreme there is a life expectancy gap of 14 years in Westminster from different parts of the borough. Effecting change by supporting access and lifestyle changes, even for those only recently moved to the borough can support improvements in life and healthy life expectancy. Kensington and Chelsea, 37% of 10-11 years olds are overweight or obese and over 15,000 residents have depression. 6,412 residents in Kensington and Chelsea have diabetes, 80% of Type 2 could be avoided by making simple lifestyles changes like moving more and eating more healthily.

Population Outcomes

- To reduce inequalities across our boroughs by ensuring local people have opportunities to improve their lives through improving life expectancy and quality of life by narrowing the gap in terms of housing, employment, air quality and other key areas.
- Through local delivery plans designing models of care that promote our health and care system to be more sustainable to continuously improve individual outcomes.

Individual Outcomes

- Residents say they have greater control over their own health and well being
- People say they live in active and supportive communities with access to support that their family and they need and able to establish and build on local and personal assets
- People can access quality services that are created with them and their families in mind

HWB Themes

- 3.5 To embed the Health and Wellbeing Board as a forum for strategic discussions to meet the desired outcomes, it is proposed that the new HWB strategy adopts thematic approaches covering the life course of our residents, including physical health and mental health and wellbeing priorities.
- 3.6 The foundation of our strategy is to reduce inequalities and will cover life course and life stages with the existing stages of start well, live/work well and age well at the core. However, it is recommended that the strategy, in the short term, brings forward the themes based on current ICP (Place Based Partnership) priorities, being refreshed throughout the medium terms as required through the evidence, intelligence and outcomes demonstrated. The priorities include:
1. Care Homes
 2. Children and Young People / Transitioning to adulthood
 3. Discharge from hospital
 4. Mental Health
 5. Obesity

Strategy Statement

- 3.7 The HWB strategy is intended to be ambitious, and to provide the overall strategic framework in which annual delivery plans will be developed by the partnership to meet the outcomes and aims set out.
- 3.8 A strong HWB statement will be developed underpinning the strategy vision.
- 3.9 The timeline below sets out for the board the steps for developing and agreeing the strategy in its final stage.

Timeline

Action	Deadline
<ul style="list-style-type: none">Review existing / upcoming data and insight to inform local priorities	February 2022
<ul style="list-style-type: none">Agreement on the HWB strategy approach by the HWBEngagement with HWB member partners	27 th January 2022 End February
<ul style="list-style-type: none">Draft engagement workshops with Local Account Group, Service Users, Patient Groups etc	February 2022
<ul style="list-style-type: none">Engagement workshopsPre-Election / Election Period (18th March – 5th May)	March 2022
<ul style="list-style-type: none">Draft HWB strategy to be presented to HWB for comment	26 th May 2022
<ul style="list-style-type: none">Second draft of HWB strategy for comment virtually	June 2022
<ul style="list-style-type: none">Final HWB strategy for adoption by HWB	14 th July 2022

HWB Meeting Schedule

3.10 The development of the annual HWB meeting schedule aims to support the understanding of how the health and care system is delivering against the strategy through a series of workshops and meetings exploring and understanding:

- the needs of our communities
- how local people experience services
- how the outcomes are achieved
- what learning can be taken forward to inform policies that address the wider determinants of health and help to reduce inequalities.

3.11 It is also the intention the HWB only receives reports that either inform HWB members on progress against the strategy or if the responsibility for agreeing a paper rests with the HWB. This means there is a need to ensure other bodies and forums recognise the role of the HWB and that issues that need wider partner resolution are only raised at the HWB for resolution. This is to avoid duplication of work and effort over the duration of the strategy and help the board shape its role to address inequalities / disparities.

3.12 Appendix B summarises the proposed meetings schedule for 22/23 and seeks HWB members views of the approach

4. Legal Implications

4.1. Health and Wellbeing Boards are required to prepare a Joint Strategic Needs Assessment (JSNA) under s116A of the Local Government and Public Involvement in Health Act 2007. Work is presently underway and the evidence collated will inform the drafting of the HWB strategy.

5. Financial Implications

5.1 There are no financial implications arising as a result of this report.

6. Carbon Impact

6.1 The Health and Wellbeing strategy would aim to proactively support the climate action plan.

If you have any queries about this Report or wish to inspect any of the background papers please contact:

Grant Aitken, Head of Health Partnerships, Royal Borough of Kensington and Chelsea and Westminster City Council

Email: grant.aitken@rbkc.gov.uk

Appendix A Reflections on the Development Session

HWBB Away Day Discussion Paper – Thoughts and Next Steps

Away-day Reflections

The HWBB development day was driven by the need to understand the new and emerging role and remit of the joint HWBB within the context Covid-19 and the resulting the changing needs of local people, and with the shifting local governance structures around health planning. The emerging Integrated Care System (ICS) covering north-west London and the local “place” based Integrated Care Partnership (ICP) all set a transforming governance and delivery landscape that will impact the health and well-being of local people. The joint RBKC & WCC HWBB awayday has sort to “position” the board within this context.

The role of the HWBB is to make the connections and ensure the right delivery vehicles are in place to deliver the agreed strategy. However, the HWBB cannot do everything and there is recognition that an effective board sets the strategy, agrees its priorities and has a consistent plan in place to work with key partners to deliver them.

There is a perception that the HWBB in its current position is not maximising its ability to fulfil its purpose and deliver on its priorities. The way meetings are currently run has been said to limit the full engagement, debate and decision making of the board, for example the board was described as “a place that recycled reports are taken to...and no decisions are taken”.

There is a clear consensus on the role of the HWBB in addressing population health outcomes and existing health inequalities across both boroughs and that the board is about “health and wellbeing for all”. This therefore implies there is a clear need to engage and work closer with local communities and stakeholders, to allow for local voices to be heard. However, community-level partnerships are often marginalised and there is risk that people do not want to attend the Health and Wellbeing board meetings because they do not have the right level of authority to participate in them. The challenge for the HWBB is to have closer local partners and to have community-driven initiatives sponsored by the board but informed by the local community’s needs.

Discussion Points

Below are a series of statements that were raised at the away day as areas which need further discussion and/or exploration by the board.

- Undertake a review of existing Partnership boards to identify where there is potential for duplication in effort, attendance and decision making.
- Clarify and confirm the role of the HWBB and the role of the ICP. It was repeatedly stated for example, that the HWBB could become the “place based board” and the ICP (organisation) could be the “delivery unit” for the HWBB’s strategy.
- Review the existing HWB strategy and update to reflect the new Covid-19 context and the wider levelling up agenda across our communities.
- Change the format of the meetings to allow for greater understanding of local communities and voices, suggested examples include.
 - At the start of each meeting the board could invite partners/guests to talk about their experiences of local health and care to allow for community voices to be heard.
 - HWBB should consider different venues to allow for a greater variety of people attending. The differing venues could be linked with theme/topics of each session.
 - Create a rotation of open meetings and workshop sessions to allow more conversations to take place with members only.

- Create clearer workplans with milestones and deliverables that are linked to the agreed HWBB priorities and to ensure the HWBB meets its statutory obligations to produce Joint Strategic Needs Assessments (JSNAs) to identify the current and future health and social care needs of the local community and develop a Joint Health and Wellbeing Strategy (JHWS) based off this, setting out joint priorities for local commissioning.

END

Appendix B -Draft HWB Meeting Schedule

Meeting Date	Theme	Format
27 th January 2022	HWB Meeting	Agenda <ol style="list-style-type: none"> 1. Autism Strategy 2. Primary Care Update 3. HWB Strategy and Meeting Schedule 4. ICS Update 5. Covid 19 and vaccine update
26 th May	HWB Meeting <ul style="list-style-type: none"> • Report on BCF 22/23 including end of year 21/22 report • Report on JSNA and agreement • Report on ICS Implementation • Children and Young Peoples Plan Part B Workshop <ul style="list-style-type: none"> • Mental Health and Well Being (all age) • Draft Health and Well Being Strategy 	<ul style="list-style-type: none"> • Presentation by service user, patient or group representing people with lived experiences • Facilitated HWB member discussion on issues / themes raised such as non-communicable disease profiles in light of COVID-19 service impacts across the system
14 th July	HWB Workshop <ul style="list-style-type: none"> • Children and Youth People (SEND Strategy) • Schools and mental wellbeing 	<ul style="list-style-type: none"> • Young people’s presentation on health and inequalities. Opportunity to visit community centre / youth centre (subject to Covid) • Facilitated discussion on issues / themes raised led by ED / Director
6 th October	HWB Workshop <ul style="list-style-type: none"> • LD and Autism (all age) • Dementia Plan 	<ul style="list-style-type: none"> • Presentation on people with lived experiences to present their experiences around health and well being • Facilitated discussion on issues and themes
24 th November	HWB meeting <ul style="list-style-type: none"> • Learning from Population Health Management pilots • BCF and winter planning • Report on ICS mobilisation since 1st July 	
26 th January 2023	HWB Workshop <ul style="list-style-type: none"> • Role and work of the VCS help addressing health inequalities 	
30 March 2023	HWB Meeting <ul style="list-style-type: none"> • Health and Well Being Strategy Review of the year 	<ul style="list-style-type: none"> • Report on progress by HWB partners against the HWB strategy and outcomes • “You Said we Did”